

EFFECTS OF LEADERSHIP STYLES ON SOLDIERS' TURNOVER INTENTION OF SRI LANKA ARMY

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Abstract- Leaders are known to practice different leadership styles to accomplish missions in the Army. Thus the challenge for Sri Lanka Army leadership is to ensure that leadership practices in organizations are in accordance with performances to achieve the intended goals. For that purpose, it is necessary to retain soldiers. Retaining those quality soldiers who are currently serving must be a significant focus of the service over the next several years. Without leadership emphasis, the Army's retention rates could drop. Further, without the development of key leadership skills, retention rates may suffer. The overall objective of this paper is to find which outcomes could take through the commitment of military leadership and soldiers' turnover intention in post war context. Since this is a vast subject area, the researcher attempted to find out the relationship between two leadership styles within people concern and task concern axis which affects the turnover intention of soldiers. Through this effort the researcher expects to identify specific areas needed to be developed in military leadership and how we can reduce turnover intention of soldiers. To study that a questionnaire was given to 50 Other Rankers from different regiments of the Sri Lanka Army. The relationships between the variables of the study were analyzed using Pearson's correlation coefficient analysis and after analyzing the results it was found that leadership styles have no significant effect on soldiers' turnover intention of the Sri Lanka Army.

Keywords- Military Leadership, Turnover Intention, Sri Lanka Army

I. INTRODUCTION

Now the Sri Lankan military forces are moved into peacetime formations after more than two decades long conflict in the country. War specialists identified the military members as strong human resources of the world because they can use for various non-military activities effectively than other human resources such as disaster situations, emergency situations, post conflict recovering process and country development etc. However, the successes of present activities carrying out and potential activities that can be done by the Army highly depend on the quality of leaders and behaviour of soldiers in the Army. It is important to understand how it relates to the effectiveness of leadership and job satisfaction of the Sri Lankan Army. The overall objective of this paper is to find which outcomes could take through the leadership and soldiers' turnover intention in post war content. Through this effort it is expected to identify specific areas to be needed to develop leadership and reduce turnover intention of soldiers. Further it is focused to identify the nature of leadership styles and from that knowledge below mentioned sub objective will be achieved.

- i. To study in depth on job satisfaction and effectiveness of military leadership.

A. Depth on job satisfaction and effectiveness of military leadership.

John (1988) measured that the leadership effectiveness and leadership role and its influence on performance,

leadership behaviors, and attitudes (p.108). They found that high leadership indexes are not related to past performance records but associated with both higher potentiality of enhanced performance and higher reputation of organizations, the direction of a meaningful influence of behavioral complexity and dynamics on the leadership perceived level. In a study of leadership behavior it is founded that total leadership is significantly related to the four personality factors: outgoingness, intelligence, emotional stability and assertiveness Singh (1978). A mechanism of leadership styles affecting team innovation in the private research centers which investigate the relationship between different leadership styles and team innovation with the mediating effects of knowledge sharing and team communication. The war has two important dimensions; win the war and win peace. The Sri Lankan army excels in the first. But without an equal commitment to stability and reconstruction, combat victories can be lost. In that approach, the construction of the nation is an implicit non-military task where the military will always have the primary responsibility for establishing and maintaining security, public order and emergency service in the country. War specialists identified military members as strong human resources of the world because they can be used for various non-military activities more effectively than other human resources in diverse range of fields such as disaster situations, emergency situations, recovery process after the conflict and development of the country (Command and Staff of Defense Services) School - Sri Lanka, 2002). In this way, it effects the military leadership and the work performance of the soldiers. They are real challenges in the post-conflict or peace. Projects of national development and public utility Infrastructure improvements are timely and require optimal use of finances.

Sri Lankan Army (SLA) is in the middle of the transformation which is the key element of national power. Many thought that the role of the army would be diminished after eliminating the terrorist movement, while the Army has been more active in the post-conflict period and support the government's efforts to achieve sustainable peace. Therefore, the postmodern soldier is not only a warrior but also considered as an important social employee.

Leadership style is the "relatively consistent pattern of behavior that characterizes a leader" DuBrin (2001).

Different leadership styles may affect organizational electiveness or performance Nahavandi (2002). According to the Oladipo (2013), the success or failure of proper organizations, nations and other social units has been largely credited to the nature of their leadership style. Chung Hsiung Fang (2009) identified that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction intern can affect organizational commitment and work performance positively. Leadership is largely culturally orientated, embracing traditional beliefs, norms and values and a preoccupation Murray (2007). According to Goh Yuan (2005) study, leadership style is significantly influenced by the leader's immediate and extended family, clan and tribe.

Considering the review of the literature, below illustrated figure 1 shows the conceptual frame.

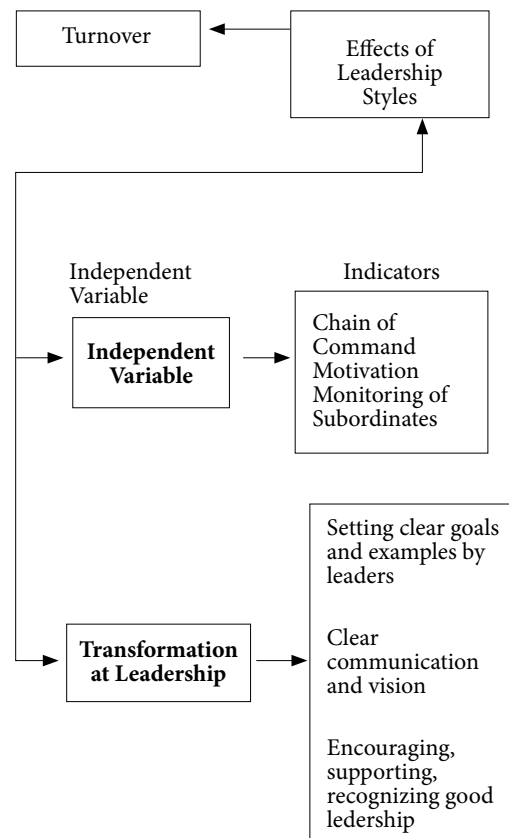


figure 1. Conceptual Framework

According to the figure 1 independent and dependent variables as follows

TRANSACTIONAL LEADERSHIP

Chain of Command Motivation Monitoring of Subordinates

TRANSFORMATIONAL LEADERSHIP

Setting clear goals and examples by leaders
 Clear communication and vision
 Encouraging, supporting, recognizing good

$$y_i = f(X_{1i}, X_{2i}, X_{3i}, X_{4i}, X_{5i}, X_{6i}) + \text{err}$$

Y = Vectors of soldiers turnover intention.

X₁ = Chain of command

X₂ = Motivation

X₃ = Monitoring of subordinates

X₄ = Setting clear goals and examples by leaders

X₅ = Clear communication and vision

X₆ = Encouraging, supporting, recognizing good

B. Sampling

The sample consists of 50 of several regiments, who are willing to participate in the study as a sample. When selecting the sample, the following criteria are considered especially for the fair analysis of the problem. Responders are selected, since it covers all weapons (infantry, support weapons and services)

C. Data Analytical Method

In addition to the arithmetic mean score, standard deviation has been calculated for each factor. Larger than the standard deviation value- lower the influence, therefore the relevant factor becomes insignificant. On the other hand smaller than standard deviation value- larger than influence, therefore factors becomes significant and can influence the dependent variable as well.

D. Correlation Analysis

Correlation an analysis used in statistics to determine any relationship between two or more variables, strength, proportionate and the significance of the relationship.

Correlation coefficients can range from -1.00 to +1.00.

The value of -1.00 represents a perfect negative correlation while Value of +1.00 represents a perfect positive correlation.

A value of 0.00 represents a lack of correlation.

The correlation of the variables is high if change of the value of dependent variable at a given value of independent variable could be represented by a straight line.

E. Interpretation of Findings

Then percentage were calculated to assess the relative difference of opinions of respondents. Accordingly, findings were interpreted on percentage values in accordance with the model given below.

F. Analytical Tools and Methodology of Data Interpretation

Drawing recommendation were based on the findings as well as on the statistical interpretation. Computation of the Mean and Standard deviation were based on the relevant Lickert scale numbers and the number of respondents in each category for each factor.

Eg. Assume that 15 respondents out 100 sample have identified that the given factor was highly influential while the balance 85 of the sample respondents have indicated that the given factor was influential only up to some extent.

Respondents	Lickert scale	Total
15%	x 2	= 30
	85 x 1	= 85
	Total value	= 105
	Therefore Mean	= 105/100
		= 1.5

A positive value in terms of Lickert scale. Therefore, X= 1.5 indicates that the average opinions of respondents evident that fact variable has been influenced

Accordingly, interpretation was done in accordance with Mean score and Standard deviation value that had been

calculated on the data received at the empirical survey.

Correlation

Values close to +1 indicate a high-degree of positive correlation

Values close to -1 indicate a high degree of negative correlation

Values close to zero indicate poor correlation of either kind, and 0 indicates no correlation at all

The relationship and the effect of variables were analyzed by using the software SPSS

(**. Correlation is significant at the 0.01 level (2-tailed))

G. Finding

2% of the solders have indicated that strongly dis agree with the leaders performing their duties with highly co-operated nature with soldiers.18% of the solders have indicated that dis agree with the leaders performing their duties with highly co-operated nature with soldiers.8% of the solders have indicated that no idea with leaders performing their duties with highly co-operated nature with soldiers.26% of the solders have indicated that agree with the leaders performing their duties with highly co-operated nature with soldiers.46% of the solders have indicated that strongly agree with leaders performing their duties with highly co-operated nature with soldiers. 4% of the solders have indicated that strongly dis agree with the Leaders perform their duties in terms of example to solders.20% of the solders have indicated that dis agree with Leaders perform their duties in terms of example to solders.12% of the solders have indicated that no idea with the Leaders perform their duties in terms of example to solders.24% of the solders have indicated that agree with the Leaders perform their duties in terms of example to solders.40% of the solders have indicated that strongly agree with Leaders perform their duties in terms of example to solders.

II. DISCUSSION

Leadership is a dynamic process that deserves study. Leadership is a quality and a skill, which is both admired and needed in our military and our society. Therefore, the researcher's purpose of this study was to examine the

relationship between military leadership and soldiers' turnover. Since this is vast subject the researcher has attempted to find out the relationship between two leadership styles within people concern and task concern axis which affects the turnover intention of soldiers

The above data shows that 10 per cent of the total sample are Warrant Officers, 12 per cent Staff Sergeants, 16 percent Sergeants, 26 per cent Corporals, 18 per cent Lance Corporals and 18 per cent Privates out of which 36 percent Other Ranks are from infantry, 34 per cent Support Arms and 30 per cent Services.

III. COCLUSION

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The sample consisted of 50 Other Rankers from different regiments of Sri Lanka Army. Data was collected through a questionnaire. First section of the questionnaire consisted of semi structured questions and back ground data. The second section of the questionnaire consisted of five point likert scale statements to measure the leadership and the soldier's turnover in post conflict context.

After analyzing the above factors it was found that Other Rankers believed that military leaders followed different levels of leadership styles which will enhance the performance in present context. The relationships between the variables of the study were analyzed using Pearson's correlation coefficient analysis. Although many previous studies conclude that leadership styles can affect the followers' intention of leaving the organization, this notion is not supported in this study. This study concludes that leadership styles have no significant effect on soldier's turnover intention of the Sri Lankan army.

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